ISSUE MANAGEMENT

1. Introduction. This unit of instruction (UOI) focuses on the processing of materiel release orders (MRO) within the distribution center. The term issue covers those actions from **MRO receipt by the distribution center until the shipment is offered to transportation.** Previously presented instruction relative to distribution center organization, storage management, stock location, receiving, physical inventory, and the Defense Logistics Standard Systems (DLSS), is necessary to completely understand this function. Issue is the bottom line for the distribution operation. Selection and shipment of supplies to customers is the primary mission of the distribution operation.

NOTE: Distribution center performance measurement of the MRO process includes both warehousing and transportation. This chapter focuses on the warehousing component of MRO processing.

2. Objectives. After completing this lesson, you will be able to:

a. List the UMMIPS issue timeframes and DLA issue goals.

b. Recall MRO computer processing; key concepts; and materiel and documentation flow.

c. Identify management processes (e.g., shipment planning) used to monitor performance in the issue function.

d. Illustrate issue problems and suggested solutions.

3. References.

a. DoD 4410.1, Uniform Materiel Movement and Issue Priority System (UMMIPS).

b. DoD 4000.25-1-M, Military Standard Requisitioning and Issue Procedures (MILSTRIP).

c. DoD 4000.25-2-M, Military Standard Transaction Reporting and Accounting Procedures (MILSTRAP).

d. DoD 4000.25-3-M, Military Supply and Transportation Evaluation Procedures (MILSTEP).

e. DoD 4000.25-6-M, DoD Activity Address Directory System (DoDAAD).

f. DoD 4000.25-10-M, Defense Automatic Addressing System (DAAS).

g. DLAM 4140.2, Supply Operations Manual, Volume I, Distribution Systems Procedures and Volume III, Defense Distribution Center Transportation and Supply Procedures.

4. Issue Timeframes and Goals. The issue process begins with the transmission of the MRO from the inventory control point (ICP)/defense supply center (DSC) to the distribution center. The process continues with workload planning and scheduling, computer processing, creation of documentation, selection of materiel, consolidation, packing, and marking, inventory adjustment, and shipment planning. The issue process ends when the shipment unit is made available to transportation for completion of the shipment planning process and movement of materiel to the customer, the soldier in the field.

a. The UMMIPS establishes storage site (i.e., distribution center) processing timeframes which, for discussion purposes, start with receipt of the MRO and end when the materiel is offered to transportation. The storage site timeframes evaluated by the Logistics Metrics Analysis Reporting System/Customer Wait Time (LMARS/CWT) are:

Issue Priority Group (IPG)	Issue Priority Designator	Distribution Center/Storage Activity Timeframe
1	01-03	1 day
2	04-08	1 day
3	09-15	1 day

b. The goals used to evaluate MRO processing are set forth by HQ, DLA. The current MRO on time performance goal or issue effectiveness goal, as it is known in DLA, is:

24 Average Hours IPG 1&2 (High Pri)

24 Average Hours IPG 3 (Routine)

c. MRO Follow-up Timeframes. DLA regulations require a distribution center to respond to a follow-up on a shipment status within the following timeframes:

IPG 1	IPG 2	IPG 3
1 day	1 day	1 day

5. MRO Computer Processing (Exhibit 1).

a. MROs are received at the distribution depot from the mega-center as well as by mail, telephone, e-mail, or message. The MRO is posted to record as soon as it enters DAAS from the ICP in route to the depot. This receipt date begins the UMMIPS storage site processing timeframe. The MROs are maintained on the mainframe computer at the mega-center prior to the beginning of the production cycle. At DLA distribution centers, there are multiple computer production cycles that create the pick-ticket and related shipping documentation. The number of cycles is dependent on the volume of workload.

b. The mega-center production cycle begins with a validation edit. The MRO identifies the requirements and restrictions that will have to be considered in order to fill the order successfully. The requirements are in coded format. They identify the customer, item of supply, quantity, and required delivery date. The validation edit is a check to ensure all of the essential data elements are complete. This check also determines quantity availability. If the quantity is not available, the Distribution Standard System (DSS) computer generates a **systemic Materiel Release Denial (MRD)** and transmits it back to the ICP. The edit also identifies any violations such as incorrect unit of issue or missing information, for example the condition code. Thereupon, error transactions are transmitted to the distribution center's Emergency Supply Operations Center (ESOC) for resolution. Those transactions that cannot be resolved at the distribution center are returned to the ICP for further processing.

c. A transaction history is established for valid MROs on the Quantity By Location (QBL) record. The computer system initiates a series of MRO sorts based on priority, consignee, warehouse location, weight, cube, hazardous class, etc. in order to support stock selection. In addition, the sorting allows shipment unit consolidation and the production of stock selection documentation in a predetermined sequence. Furthermore, a Release Date To Warehouse (RDTW) is computed for all MROs. Those with a future RDTW are assigned to the banking file.

d. The purpose of the **banking file** is to accumulate and consolidate low priority and extended Required Delivery Date (RDD) MROs into shipment units (i.e., groups of MROs destined for a particular customer). The objective of **MRO consolidation** is to generate a full truckload or carload of freight to take advantage of lower transportation rates offered by these modes. Also, through the scheduled release of MROs from the banking file, workload can be planned more efficiently. To illustrate, the release of MROs by project code, customer, pack area, document number, or geographical area can balance distribution center workload processing.

6. Production, Planning, and Control (PPC). MRO computer processing is just the first step in the issue process. Some of the actions that follow are stock selection, packing, marking, consolidating, and transporting. In an effort to maximize the efficiency of these operations, a production planning and control function becomes necessary to prioritize workloads and allocate resources (e.g., manpower, materials handling equipment (MHE), etc.). In order to understand the overall issue function, each subfunction addressed above must be reviewed regarding responsibility and available management tools. PPC is responsible, in conjunction with other elements, for the setup of the facility, workflow, automatic data processing (ADP) output options, and the control and balance of the workload.

a. Workload Planning. The basic concept in workload planning is to eliminate bottlenecks by assessing the capacity of all downstream work stations through which the materiel must pass and limiting the work assigned to any work area to the capacity of that area to process the work. Each work area on the distribution center is established with a production standard and a manning level. Each of these factors can be adjusted by management. Various manning levels are maintained for each work area on a shop calendar which recognizes the workdays as a weekday, weekend, holiday, etc. Management also determines the number of work cycles to be completed in the work day and the length of each cycle. Based on these factors and management controlled adjustments, a work cycle capacity is calculated for each work area.

(1) Available work, in the form of picks to satisfy MRO's, rewarehousing picks, and other bin face activities, is reviewed based on a prioritization matrix. Work for a given work cycle is then selected in order of priority until the capacity of any work area required for a given element of work is reached. Any additional work for that same work area is planned for a later cycle. All available work is reviewed to determine if the capacity exists to complete that work. Work assigned to a work area which has not been completed is counted as work in progress. This work reduces the capacity of a work area until it is completed. An entire day's work is planned in this manner. Any available work not assigned to a cycle during this process is assigned to a later cycle. The manager is then provided visibility of work planned for each work area during the day as well as visibility of any work required to be completed on the current day which has not been assigned due to insufficient capacity. This workload assignment routine is run each time work is passed from or through the bank, and can be run at any time upon management direction.

(2) The automated system baseline will accommodate the DLA policy to process high priority MRO's during any workday. To accomplish this, the first cycle of any given day will consist of all high priority MRO's and only high priority MRO's, regardless of system capacity. Subsequent cycles for the day will adjust capacities to accommodate the results of the first cycle.

b. Download Cycle. To ensure that work is available in the pick work areas at the start of the business day, the complete system passes the first cycle of the day to pick ticket printers without management intervention or direction. Management controls are available to control the work in subsequent cycles.

(1) Management can adjust the pick area capacity prior to releasing subsequent cycles. A pick work area's capacity can be adjusted either by a percentage factor (up or down) or by changing the staffing of the area.

(2) In addition to adjusting the workload in an area, management can direct that MRO's meeting specific criteria (e.g., priority, customer, project code, etc.) can be forced into a cycle in addition to or in lieu of the work previously planned for the cycle.

7. Warehousing Division.

a. This is the element within the distribution center that is responsible for the physical handling of supplies from the receipt of the issue

documents until the supplies are offered to transportation. The warehousing activity, which includes bin/bulk warehousing, preservation/ packaging, and packing, uses much of the same management data employed by the PPC element. However, where PPC is concerned with forecasting and monitoring, the Warehousing Division uses the data for immediate planning and control.

b. **Stock Selection**. The selection of stock is accomplished based on the priority of the MRO and the MDT. The warehouse worker moves through the aisles in serpentine sequence or a straight line flow in order to minimize the movement of MHE and materiel. If the materiel has a shelf life, the selection is based on the expiration date or the first-in-first-out (FIFO) principle. Stock which has an expiration date within 90 days should not be selected for shipment unless quality assurance and the customer are consulted. When the materiel in the location is insufficient to fill the requisition and there are no other locations on the MRO, the warehouse worker notifies the Inventory Integrity Division of the potential warehouse denial. The warehouse worker also initiates bin replenishment action or deletes the empty location if required. The materiel and documentation are then sent to the pack area.

c. **Consolidation and packing**. The consolidation and packing activity follows the UMMIPS priority to schedule packing workload. Based on shipment consolidation information, this activity initiates followups to the warehouses for lines not yet received. Based upon shipment consolidation information, the line item is consolidated with other items of the same shipment unit until the shipment unit is completed. The shipment unit is marked and labeled with a "ship to" address, inspected, and offered to transportation.

8. Transportation. This element is responsible for the movement of supplies from the distribution center to the customer. The UMMIPS warehouse processing segment is completed when the Transportation Division receives the documentation. At this point, the UMMIPS Transportation timeframes begin. Transportation timeframes are measured in two parts, transportation hold and carrier intransit.

a. Transportation hold is the time it takes the Transportation Division to select the carrier, prepare loading manifests as well as Bills of Lading, and update computer records. It ends on the ship date, the date the carrier picks up the materiel. Carrier intransit is measured from the time the carrier picks up the shipment to the customer receipt date. Both segments are the responsibility of the distribution center transportation officer.

b. **Shipment Planning**. At the same time PPC and the Warehousing Divisions receive their issue documents and management reports, the Transportation Division, using the shipment consolidation information, begins to plan for the movement of the shipment unit by determining modes to be used and carrier selection. Although the shipment planning process will be discussed in greater depth in the Distribution Center Transportation chapter, it is important to understand this concept. **Shipment planning** is the concurrent planning of all phases of the MRO cycle in order to ensure the rapid shipment of stock. Concurrent planning involves the PPC, Warehousing, and Transportation Divisions. Most importantly, shipment planning requires a great deal of coordination between the transportation, warehousing, packing, and consolidation functions. The ultimate goal of shipment planning is to have the transportation conveyance arrive as close to the MDT as possible.

9. Special Processing Actions.

a. Foreign Military Sales (FMS). Security Cooperation is a group of programs in which the United States (U.S.) provides defense articles, military training, and defense related services by grant, credit, or cash sales to foreign countries. FMS is a type of security coperation whereby the receiving country provides reimbursement to the U.S. A contractual sales agreement, called a case, is drawn up between the U.S. and the

foreign nation. The case, identified on all documentation, including the MRO, is used for accounting purposes. When FMS materiel is consolidated, only items of the same case are packed together. FMS customers also contract with a private firm to receive, consolidate, and stage materiel within the U.S. and arrange for its onward movement. These firms are known as Freight Forwarders. The Security Assistance Management Manual, DoD 5105.38-M, contains instructions on security assistance programs including FMS.

(1) The processing of FMS MROs is somewhat different from the process used for DoD MROs. A Notice of Availability (NOA) is prepared and sent to the Freight Forwarder. This action advises the Freight Forwarder of the movement of a shipment. It can also be used as a request for shipping instructions. Within the supplementary address of the MRO, there is an Offer Release Code signifying when the materiel is to be shipped. Based on this code, the materiel can be shipped automatically or it can indicate that the shipment will require a NOA. The Military Assistance Program Address Directory (MAPAD), DoD 4000.25-8-M, contains destination addresses as well as addresses for distribution of NOAs.

(2) The document number of an FMS MRO includes a Delivery Term Code. This code specifies point of delivery where responsibility for physical movement of the shipment passes from U.S./DoD to the purchasing nation. Preservation, packaging, and marking of materiels for FMS is accomplished before title passes to the customer. For example, a common Delivery Term Code is 4; it means that delivery to the FMS customer is at origin. The item is placed on board a commercial vehicle at the distribution center for movement to the Freight Forwarder; the DoD is not involved with any aspect of the movement after the vehicle has been loaded.

b. Cancellations. During the issue process, it sometimes becomes necessary for the customer to cancel an individual MRO or to mass cancel many MROs. A request for cancellation can be the result of termination of special projects, base closures, a unit being inactivated, or the termination of agreements as in the FMS program. Regardless of the reason, distribution centers are required to prevent the issue and shipment of unwanted materiel whenever possible. In processing these cancellations, a manager must take into consideration several factors such as the labor-hours involved in capturing the MRO, packaging costs, handling costs, the dollar value of the materiel itself, and the location of materiel within the issue process when the cancellation request is received. The distribution center's computer prepares a daily listing which identifies all cancellations, their priority, and the total dollar value involved. The listing is used to help identify the work area where the MRO should be; e.g., warehouse, pack line, preservation, etc. Distribution centers publish local procedures for the capture of MROs for which a cancellation request has been received. These local procedures are developed in accordance with DLA regulations.

c. MRO Followups and Shipment Status. Followups are inquiries about previously submitted MROs. They are initiated by the accountable activity (AA) which can be an ICP, DSC, or any organization that maintains a formal stock record account. The AA submits the followup after the required delivery date or the estimated ship date (ESD), based on UMMIPS time standards, has passed. Followups for MROs with a priority 01 through 08 are sent to the distribution center seven days after the ESD. Followups for priority 09 through 15 are submitted fifteen days after the ESD. The request for followup action is in electronic format. It is input to the distribution center computer upon receipt. If the MRO has been shipped, or on the pending shipment file, the computer automatically generates a status transaction with an ESD and transmits the information back to the AA. If the MRO was previously denied, the computer generates denial status. When the computer cannot locate an MRO record or has no record of the MRO being shipped, the followup is manually investigated. The investigation may include review of retired MRO histories, inventory of the materiel,

interviewing warehouse personnel, researching Government Bills of Lading, and shipping manifests, and any other type of documentation that provides an audit trail. If the researcher finds evidence of shipment, or finds the MRO within the distribution center, a reply is sent to the AA providing a new ESD.

d. Materiel Release Denials. The basic assumption, up to this point, has been adequate stocks were available both on the custodial balance file and in location. This is not always the case and potential, as well as actual, materiel release denials (MRD) can occur. There are two types of denials within the distribution center, the in-line denial and the warehouse denial.

(1) An in-line denial occurs when the balance on the computer cannot support the quantity requested on the MRO. The data processing element notifies the physical inventory activity by card output. Inventory personnel will research this potential denial and report results to the AA.

(2) A warehouse denial occurs when the quantity in location cannot support the quantity requested on the issue document (DD Form 1348-1A). The stock selector will annotate a copy of the issue document and forward it to inventory for research action.

e. Exception Data MRO. Exception data MROs require special handling outside the normal production process. Sometimes a high priority MRO cannot be delayed awaiting computer production cycles. Moreover, the customer may require special delivery instructions, or the customer may want the materiel held for pickup. Whatever the reason, these MROs require total or partial manual processing. Normally these MROs are telephoned into the distribution center with exception data information. In special cases, the MRO is totally prepared off-line (manual) and hand carried through the pick, pack, and mark functions. In these instances, MRO data is input into the computer after the shipment has been made. Since exception data procedures provide the means to process MROs outside of the normal routine, it is important that managers maintain accurate manual and computer records to provide an accurate audit trail.

f. Unit Materiel Fielding Point (UMFP). UMFPs are located at selected distribution centers. The UMFP is an element of the Directorate of Distribution. Its mission is to receive, consolidate, store, and issue a support package of materiel for new equipment and weapon systems. Because of problems encountered during the fielding of new materiel, DoD initiated action in 1982 to develop a total system fielding concept. The total package fielding (TPF) policy, of which UMFP is a part, evolved from those initial concepts.

(1) TPF is a materiel distribution control process that provides a consolidated support package for new equipment and weapon systems to the gaining command; i.e., FORSCOM, USAREUR. A total system fielding includes the end item/weapon system and a support package of the following:

(a) Associated support items of equipment which are end items required for the operation, maintenance, or transportation of the weapon system.

(b) Test, measurement, and diagnostic equipment.

(c) Special tools.

(d) Authorized Stockage List (ASL) and Prescribed Load List (PLL) items consisting primarily of repair parts.

(e) Technical publications.

(2) The UMFP receives support package materiel from vendors, DLA, GSA, and Army distribution centers. The materiel is inspected and placed in location. The stocks are located not by national stock number but by the Department of Defense Activity Address Code (DoDAAC) and project code. One location contains all the support items for a weapon system/equipment for a particular gaining unit. The Project Manager (PM) for the weapon

system/equipment monitors the status of materiel flowing into the UMFP through the Logistics Intelligence File (LIF). The PM notifies the UMFP when to ship. Thereupon, the support package is pulled from location. Computerized packing lists and manifests are prepared, and the boxes marked. For CONUS destinations, the distribution center Transportation Division orders a carrier and prepares the transportation documents. For overseas destinations, the packages are moved to the Consolidation and Containerization Division for processing to overseas customers.

(3) The UMFP operation is a significant departure from the normal issue process at the distribution center. In essence, the UMFP acts as a mini-distribution center within a distribution center. With its own receiving, storage, and unique stock location system, the UMFP maintains its own automated files within the computer. The UMFP also has its own computer generated performance reports. When the UMFP issues a package at the PM's direction, it is not issued on an MRO. Therefore, the only way to maintain an audit trail and track performance is through the distribution center computer and the Logistics Intelligence File (LIF). The UMFP workload has greatly expanded and will continue to grow while new weapon systems are being fielded. The ultimate goal of the DoD is to field all equipment and weapon systems using the TPF concept.

10. Management of Issue Operation. This chapter has covered the basic issue actions, UMMIPS timeframes and performance goals, and those situations that require special processing. Next, this chapter addresses performance and problem indicators identified in the management of the issue operation.

a. The Director of Distribution at a distribution center must look at daily reports for performance indicators within each of the functional areas (e.g., receipts, issues, denials, inventory, and stock location). He must keep abreast of production in all areas so that he can identify trends within these operations. One of the most important computer products he uses is the Distribution Center Distribution Performance Report. It is especially important because LMARS provides only monthly performance reports for storage site processing whereas this report reflects current and accomplished workload on a daily basis. The report is cumulative for the month and reflects those MROs not accomplished during the previous month. The Director can readily identify workload by ICP and issue priority group, the number of MROs processed, how many were on time, and the number processed late. Cancellation and MRD data is also displayed on the report. By conducting a simple analysis of the report, the Director can calculate on-time performance on a daily basis throughout the month.

b. The individual responsible for issues is the Chief, Warehousing Division. Despite the fact that the responsibility for issues lies with this position, it is of utmost importance that the Director of Distribution be kept aware of trends within the Warehousing Division. Major items of interest at the distribution center and higher headquarters emanate from this division. This includes receipt of incoming items, storage of the items, stock selection, preservation/packaging and packing of items, consolidation of items by destination/customer, and offering to the Transportation Division.

c. The failure to meet MRO processing standards is indicative of problems within the issue activity. One of the tools a manager can use to avoid poor ontime performance is the Lines Late From Storage listing. This report shows those lines processed late and missing the MDT. From this listing, it is possible to identify specific bottlenecks. The following is a discussion of possible causes and recommended corrective actions. These by no means are the only possibilities, but should be of assistance in addressing problems in the issue operation.

(1) **New/untrained personnel**. The problem may be one wherein personnel processing MROs in the warehouses are fairly

new and not as well trained as some of the "old timers." In this instance, it may be more beneficial in the long run to take them off the operation and put them through a course of training. They could be taught the basic layout of the storage facility, the location system, and the general location of the items being worked. Then this could be followed by on-the-job training (OJT) with one of the more experienced people until they become more proficient. Initially, production may suffer due to the time required for training. However, higher levels of accuracy and production result.

(2) **Lost or destroyed DD Form 1348-1A**. This problem would be discovered after a thorough check of the document control system within the distribution center. This involves searching for outstanding documents and determining which DD Forms 1348-1A are unaccounted for/cannot be found. If the control system is good, a manager only needs to determine who has the missing documents and why there is a delay. However, if it is determined that documents were put in the trash or otherwise destroyed, drastic disciplinary action is necessary. It may also require placing more stringent controls on the documents.

(3) **Large percentage of high-priority MROs**. This problem may be the result of a high percentage of non-mission capable supply (NMCS) or other high-priority MROs arriving at the distribution center for processing. These MROs may arrive during the week, the weekend, or holidays. Quite possibly, these are legitimate; however, if the percentage is well above the day-to-day average, this is probably not true. In this case, it may necessitate some command action as far as contacting requisitioners through proper chain of command. It should be emphasized that supply discipline (i.e., assigning appropriate priorities) must be used if the system is to be responsive.

(4) **In-Line Materiel Release Denials (MRDs)**. If materiel cannot be found at the time the MRO is issued, it results in a high percentage of in-line MRDs. In this case, management reports should be reviewed to isolate a particular area that has an abundance of MRDs. Once the area is identified, location surveys should be accomplished. If there is no indication of the problem existing in any particular area, it may require conducting a distribution center-wide location survey. If the result of the location surveys show that it is not a location problem, it could be a matter of poor inventory accuracy. It could also be that the personnel cannot properly read the national stock number (NSN), or perhaps they cannot interpret a location within the storage area. In each case, a need for additional training is indicated.

(5) **Poor inventory accuracy**. If the problem is poor inventory accuracy, it could be that the receiving personnel are making errors. They could be incorrectly interpreting the unit of issue (U/I) and have been reporting the receipt of a greater quantity of the NSN than was actually received. The U/I could have changed since the receipt and there has not been an adjustment made to the stock records at the distribution center or at the ICP. It could also involve the stock selectors in that they are not reading the U/I on the MRO or on the container properly. To illustrate, the items may have been packaged twelve to a box, U/I "EACH" and the stock selector has been issuing his interpretation of the U/I "EACH" as one "BOX." This changes the inventory accuracy very rapidly as the issue for EACH has been creating a shortage of eleven for each transaction. This definitely requires training. It also involves a review of past MROs in an attempt to determine the quantity issued in excess of requests. The item manager must be notified of the problem so additional stock can be ordered. This action is required to continue to issue the item and meet customer demands. An adjustment of records must definitely be accomplished at the distribution center and at the ICP. Changes of any type in catalog data can cause similar problems. Inventory accuracy can be verified by physically counting the stock and comparing it to custodial records.

(6) **Materials Handling Equipment (MHE) Status**. Normally, MHE is required for

stock selection of rack, bulk, and some bin/loose issue items. It is important to review on a regular basis the MHE status report identifying required versus available MHE. Inadequate MHE could result in late MRO processing. It is incumbent on the distribution center manager to contact the Office of Installation Services for support. This problem must be resolved quickly to prevent a significant number of MROs from being processed late. If necessary, the distribution center commander may be contacted to provide assistance in resolving the MHE problem.

(7) **Shortage of personnel**. The problem may be in the area of absenteeism. The place to check in this situation is personnel status--assigned versus available for duty. If there is a higher than usual absentee rate, this can very well be the cause of the problem. A manager must determine the reason for the abnormal absenteeism. It could be a flu epidemic, or a seasonal event such as hunting season. Whatever the cause, it may require the shifting of personnel from other areas to assist in processing MROs. If the shortage of personnel is widespread, the use of overtime or temporary/part time personnel may be necessary.

(8) **Above normal workload**. A review of current and historical workload indicates a present workload well above normal trends. With abnormal workload, several options are available. For example, personnel may be shifted from other functional areas to assist with processing MROs until the workload returns to normal. Also, overtime and temporary personnel may also be used during peak workloads.

(9) **Computer downtime**. Nothing can be processed during the time the computer is down unless DD Forms 1348-1A are out in the warehouses and are being selected. However, shipment status cannot be processed through the computer to the ICP and/or customer. Close coordination between the Directorate of Distribution and the Office of Telecommunications and Information Systems is necessary to avoid computer downtime during peak production hours. If downtime occurs during production processing of MROs, potential loss of MRO data and loss of distribution center storage site processing time may all contribute to poor performance.

(10) **No apparent cause**. Everything is normal, including personnel, MHE, training status, workload, etc. However, there are still problems with the processing of MROs. In this case, review the actual performance of employees against the established work measurement standards. If employees are not performing according to prescribed standards, determine the cause. It may be a personality clash between workers and supervisors, or it may be just a matter of not performing because the supervisor is not doing his job. In either instance, some action must be taken. A meeting with the supervisors and then a meeting with the workers may be useful. Out of these meetings, determine the cause of the problem and take the necessary action to correct it. To avoid further labor management problems, consultations with the union and the Civilian Personnel Officer are recommended.

(11) Other.

(a) Pre-issue reject. This circumstance occurs when a stock selector picks the wrong item or wrong quantity (e.g., shortage/overage). This problem is normally identified and corrected during the issue process, but does have a negative impact on issue ontime performance.

(b) Base closure for holidays and weekend.

(c) High volume of major items requiring extra processing time.

11. Summary. This chapter was designed to provide an understanding of the issue process. It should be apparent that the management of the issue function requires coordination between many organizational elements within the distribution center. The UMMIPS timeframes for issue begins when the MRO is received at the

distribution center and ends when the materiel and documentation are offered to the transportation officer. This means that issue not only includes the inventory, warehousing, packing, and PPC operations, but also computer processing, MHE monitoring, personnel management, transportation planning, and an efficient receiving operation. It is the successful coordination of all these elements that poses the greatest challenge to distribution center managers.

OUTLINE FOR NOTETAKING

ISSUE MANAGEMENT

I. Issue.

A. Definition.

B. Timeframes and Goals.

II. MRO Computer Processing.

III. Production, Planning, and Control (PPC) Issue Management.

IV. Warehousing Divisions.

A. Output Documentation.

B. Stock Selection.

V. Transportation Interface.

A. LMARS/CWT.

B. Shipment Planning.

VI. Special Processing Actions.

VII. Management of Issue Operation.

VIII. Summary.

STUDY QUESTIONS

1. What is the impact of UMMIPS and LMARS/CWT on the issue process?

2. When do issue timeframes start and stop? What distribution center actions are included in the issue process?

3. What is the difference between transportation and issue?

4. What is the purpose of the banking file? As a manager, how would you use this file?

5. As a result of the production cycle, what documentation is produced and how is it used?

6. What is shipment planning and what areas within warehousing are involved?

7. What is a pre-issue reject and what impact does it have on issue performance?

8. What impact do in-line materiel release denials have on issue performance?

9. Why is it important to maintain management control of exception data requisitions?

10. As chief of issue operations, what areas would you investigate when trying to improve issue performance?